



# Shrewsbury Public Schools

## District Goals 2003-2004

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*The Shrewsbury Public Schools in partnership with the community  
will provide students with the skills and knowledge for the 21<sup>st</sup>  
century, an appreciation of our democratic tradition,  
and the desire to continue to learn throughout life.*

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**I. Curriculum, Instruction and Assessment****Central Office Liaison: Judith Evans**

Essential Question: Does the instructional program meet the educational needs of all students and result in steadily improving student achievement?

<b>1. Continue work on prior district-wide initiatives.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
1.1 Establish grade-level benchmarks for the Developmental Reading Assessment in grades K- 3 and continue teacher training.	Teacher Training Student Assessment Forms Data collection and analysis	Judith Evans Laura Williams K-8 Literacy Team
1.2 Review the data relating to student achievement and make recommendations for ensuring that at-risk students have increased levels of support.	Data collection and analysis ISSPs	Anthony Bent Judith Evans DLT
1.3 Incorporate the K-12 technology competencies for students into specific lessons at each grade level.	Revised guide Curriculum documents Self-study documents for ITAMS program review	Judith Evans Robert Cornacchioli Technology Specialists ITAMS Documentation Team
1.4 Review and revise the K-12 library / media curriculum to ensure consistency of terms and expectations across grade levels.	Revised guide Curriculum documents Self-study documents for ITAMS program review	Judith Evans Robert Cornacchioli Library / Media Specialists ITAMS Documentation Team
1.5 Review the district procedures relating to field trips and recommend changes to ensure appropriate connections to student learning.	Revised Field Trip Request Form	Judith Evans
1.6 Review school start times and make recommendations for appropriate changes	Meeting Minutes Surveys School Committee Recommendation	Dan Gutekanst Jen DiFrancesca Steve Lobban School Start Time Committee
1.7 Review senior year options and make appropriate recommendations for program development	Meeting Minutes Surveys School Committee Vote	Dan Gutekanst Senior Year Review Committee
1.8 Provide training and resources for teachers to make effective use of the parent conference days.	Professional Development Workshops Reference Materials	Judith Evans Curriculum Specialists Curriculum Directors

1.9 Increase opportunities for parental education through PTO-sponsored workshops and programs.	Parent Programs	Anthony Bent School Leadership Team PTO Presidents Parent Forum Facilitators
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## 2. Implement the Revised Program Review Process.

Action Steps	Sources of Evidence	Facilitator
2.1 Conclude the self-study process and host visiting teams in for Mathematics and Science and Technology. Continue self-study process for Educational Technology and Media.	Agenda and Minutes Self-Study Documents	Judith Evans Facilitation Teams Documentation Teams
2.2 Begin self-study process for Foreign Language and Music.	Agenda and Minutes Self-Study Documents	Joyce Teggart Bonnie Narcisi Facilitation Teams Documentation Teams
2.3 Review Recommendations of previously completed site visits.	Updated list of recommendations Action plan for future implementation	Judith Evans Patricia Welch Joyce Teggart Patricia Degen Bonnie LaBelle

## 3 Expand the district initiative to promote data-driven decision making.

Action Steps	Sources of Evidence	Facilitator
3.1 Continue development and implementation of a transition folder to track student assessment in grades K - 6.	Transition Folders Staff training	Laura Williams K-8 Literacy Team
3.2 Continue implementation of the standards-based elementary report card.	Staff training Parent forums Revised Report Card	Judith Evans, Curriculum Specialists, Bob Cornacchioli, Elementary Principals
3.3 Plan and implement new kindergarten report card.	Kindergarten Report Card	Judith Rogers
3.4 Continue developing, piloting, and reporting district health exam.	School Committee report in January 2004	Patricia Degen

**II. Teacher Excellence****Central Office Liaison: Thomas Kennedy**

Essential Question: Are teachers in the district well qualified and well prepared to provide a high quality of education to the students they teach?

**1. Continue to develop effective practices in recruiting and hiring.**

Action Steps	Sources of Evidence	Facilitator
1.1 Project short and long term staffing needs and develop recruitment strategies with an emphasis on promoting a diverse staff profile.	Needs projections Recruitment plans	Thomas Kennedy Anthony Bent SLT
1.2 Improve the recruitment and retention of classroom and student-specific aides.	Training Meetings with staff Data Analysis	Thomas Kennedy

**2. Continue to refine the professional development program and provide opportunities for staff development.**

Action Steps	Sources of Evidence	Facilitator
2.1 Review the Teacher Mentoring and Induction Program and make appropriate changes.	Teacher Mentor Activities New Teacher Orientation Induction Activities	Thomas Kennedy Judith Evans
2.2 Implement on-line PD registration.	On-line PD registration system	Judith Evans Robert Cornacchioli
2.3 Continue to explore issues of diversity in staff meetings and workshops.	Activities implemented	Thomas Kennedy Anthony Bent Judith Evans

**3. Expand opportunities for teacher advancement.**

Action Steps	Sources of Evidence	Facilitator
3.1 Increase opportunities for experienced teachers to assume greater, compensated roles within the district.	Paid Internships Opportunities in a variety of areas	Anthony Bent Teacher Interns

**III. Student Support Programs and Services****Central Office Liaisons: Anthony Bent and Judith Evans**

Essential Question: Does the district provide the supportive programs and services its students need to achieve educational success?

<b>1. Review and revise procedures relating to the delivery of special education, reading, and Title I services.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
1.1 Prepare a corrective action plan for the Massachusetts Department of Education Coordinated Program Review.	Corrective action plan documents	Judith Evans, Steven Dupuis, Laura Williams, Patricia Degon
1.2 Implement a comprehensive review of K-12 Guidance Services.	Data Collection and analysis Surveys Interviews Review of Best Practice	Judith Evans Nick DiPilato Steve Dupuis Jayne Wilkin Ellen Meyers Anthony Bent Review Committee
1.3 Ensure the effectiveness of the K-8 Literacy Team through the development of common expectations and consistent application of services.	Meeting minutes Procedure Manual	Judith Evans, Laura Williams K-8 Literacy Team
1.4 Review program for English Language Learners (ELL) and implement training for classroom teachers.	Meeting minutes Training sessions held	Judith Evans Joyce Teggart ELL teachers

## IV. Leadership and Governance

Central Office Liaison: Anthony Bent

Essential Question: Does the district have effective leadership and governance?

<b>1. Expand the district's activity in annual and longer range planning and goal setting.</b>		
Action Steps	Sources of Evidence	Facilitator
1.1 Develop a District Improvement Plan in accordance with Department of Education Guidelines and align School Improvement Plans with the District Improvement Plan.	District Goals District Improvement Plan	Anthony Bent
1.2 Develop a five-year planning process for budget, staffing, and facilities.	Document	Anthony Bent Patrick Collins

<b>2. Expand community and staff communication strategies.</b>		
Action Steps	Sources of Evidence	Facilitator
2.1 Increase staff access to electronic information through web-based mail and implementation of Open District.	Staff training	Bob Cornacchioli
2.2 Implement two full-day parent-teacher conferences.	Surveys Meeting Minutes	Anthony Bent Judith Evans SLT
2.3 Review programming on Channel 34 and make recommendations for improvement.	Programming Schedule Community Feedback	Anthony Bent Bob Cornacchioli
2.4 Explore additional avenues for community outreach and involvement.	Additional modes of communication	Anthony Bent School Committee

<b>3. Continue accreditation efforts at school sites.</b>		
Action Steps	Sources of Evidence	Facilitator
3.1 Develop an action plan in response to the high school's NEASC report recommendations	Accreditation documents	Daniel Gutekanst, Anne Steele, NEASC Follow-up Committee
3.2 Implement the Middle School accreditation process through the New England League of Middle Schools (NELMS).	Data collection Meeting minutes	Steve Lobban Steering Committee

<b>4 Strengthen the concept of continuous learning in the district.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
4.1 Broaden the offerings under the professional development program to include more study groups, graduate courses, and workshops.	Expanded Professional Development program	Judith Evans Professional Development Committee
4.2 Implement the recommendations of the community-learning study committee and pilot an adult education program in January 2004.	Meeting Minutes Program Development	Anthony Bent Teacher Interns
4.3 Enhance the peer observation program for teachers in the mentor program.	Observation data	Thomas Kennedy Judith Evans Mentor Coordinators Principals

**V. Business and Financial Management****Central Office Liaison: Patrick Collins**

Essential Question: Does the district maintain adequate accounting and financial reporting procedure to inform district-level and school-level decision making, ensuring effective managerial control over the use of funds, and facilitate accountability to the public?

<b>1. Plan for future school space needs and facilities use.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
1.1 Complete procurement of Furniture, Furnishings and Equipment for the grade 7/8 middle school and begin preparation of audit documents.	Purchasing	Patrick Collins, Ellen Kelly, Steve Lobban Robert Cornacchioli
1.2 Monitor the renovation of the former high school for use as a middle school.	Planning Documents	Patrick Collins, Anthony Bent Stephen Lobban
1.3 Develop a leadership model; program offerings, and transition plan for the 5/6 and 7/8 middle schools.	Meeting Agenda Recommendation to School Committee	Judith Evans School Leadership Team Coordinating Council MSTF
1.4 Convene meeting of town boards to address budgetary constraints vis-à-vis opening the new 7/8 middle school.	Meeting agenda and minutes	Anthony Bent
1.5 Determine timeline and communication strategy for renovation/addition to the 5/6 middle school.	Timeline Planning documents	Anthony Bent Patrick Collins School Leadership Team

<b>2. Make improvements to the school transportation system.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
2.1 Review the effectiveness of the transportation management software (Versatrans).	Program implementation	Patrick Collins Transportation Coordinator
2.3 Use the same quantity of buses for 2003-2004 despite enrollment increase and need to transport Al-Hamra students.	Bus use chart	Patrick Collins Transportation Coordinator
2.4 Enhance communication to parents and students on bus information using Versatrans data / mail storage capacity.	Letters	Patrick Collins Transportation Coordinator
2.5 Cut costs for summer school transportation by improving route planning.	Bus route chart Data analysis	Patrick Collins Transportation Coordinator
2.6 Begin to transition to posting of routing information on school web sites.	Web site	Patrick Collins Transportation Coordinator
2.7 Improve arrival / departure times to / from all schools.	Data collection	Patrick Collins Transportation Coordinator



**3. Implement strategies to conserve district resources.**

Action Steps	Sources of Evidence	Facilitator
3.1 Develop conservation measures for teachers, students, and administrators to minimize waste and give incentive to conserve materials.	Budget analysis	Patrick Collins Anthony Bent SLT
3.2 Analyze effectiveness of copier use and deployment.	Copier data	Patrick Collins Kenneth Largess

**4. Review publications for employees.**

Action Steps	Sources of Evidence	Facilitator
4.1 Update employee handbooks.	Revised handbooks	Thomas Kennedy